US Army Corps of Engineers

CASTLE QUEST 01-06

19-20 OCTOBER 2005
HEADQUARTERS, US ARMY CORPS OF ENGINEERS
441 G STREET, NW WASHINGTON DC 20314

US Army Corps of Engineers

EXERCISE ONLY

HEADQUARTERS
UNITED STATES ARMY CORPS OF ENGINEERS
441 G STREET NW, Washington, DC 20314

Welcome to the United States Army Corps of Engineers' Headquarters. Thank you for participating in this inaugural Castle Quest Exercise. We envision this exercise as a critical step in understanding the issues pertaining to theater, joint level and interagency engineer command and control issues. Your commitment to participating in this exercise will add value to our exploration of these issues.

The challenges and lessons from Operation Enduring Freedom and Operation Iraqi Freedom and the on-going USACE efforts recovery efforts in Louisiana, Mississippi, and Alabama will inform the issues raised by this exercise. Our transformation efforts are focused on insuring we have an engineering capability that meets the challenges of a complex world.

We have constructed an exercise that will foster discussion on these issues and I encourage you to read the material in this packet. The better prepared we all are for these discussions the more value they will have in developing solutions to them.

Thank you again for participating in Castle Quest 01-06.

CARL A. STROCK
LIEUTENANT GENERAL, USA
COMMANDING

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441 G St NW, Washington, DC 20314

MEMORANDUM FOR CASTLE QUEST 01-06 PARTICIPANTS

SUBJECT: CASTLE QUEST 01-06—EXERCISE MEMORANDUM

1. Thank you for agreeing to participate in Castle Quest 01-06. Castle Quest 01-06 is the first of a proposed series of exercises designed to identify essential tasks, processes and organizational arrangements necessary to make the Corps of Engineers a more effective contributor across the complete range of challenges the United States will face in the 21st Century. Castle Quest 01-06 is based on JFCOM's Unified Quest 05 scenario. We used this scenario to provide an operational context for exploring key issues.

2. The purpose of the exercise is to establish a foundation for examining the complexities of Stability Operations (SO) in a Joint, Interagency, and Multi-national (JIM) environment.

3. There are two objectives for the exercise:

(a) Examine the concepts for S&RO Task Force Initiatives 23 (Establish Theater Engineer element and the processes needed to plan, train and deploy capabilities in support of ASCC) and 24 (Institutionalize and improve the responsiveness and readiness of civilian capabilities to mobilize in support of ASCC) in a table top exercise environment to identify internal issues and external effectiveness in the planning and conduct of SO within a JIM environment.

(b) Enable discovery and learning to assist in refinement of concepts and DOTMLPF understanding of future operating environments and interoperability of engineer capabilities within a JIM environment

4. This exercise packet is divided into three parts (I) Administrative Instructions, (II) Unified Quest 05 General Situation background and (III) Castle Quest 01-06 exercise freeze frames. Please review this package to better familiarize yourself with all parts of the packet in order to come full prepared to participate. Again, thank you for agreeing to be a part of this important program.

Merdith W.B. Temple
Brigadier General, USA
Director of Military Programs-HQ USACE

PART I—EXERCISE ADMINISTRATIVE INSTRUCTIONS

EXERCISE ADMINISTRATIVE INSTRUCTIONS

1. Exercise Location. Exercise location is the USACE Command Conference Room, 3M60/70, 441 G St NW, Washington. USACE is located in the Government Accountability Office. Access to the building is restricted and participants will need to be escorted to the conference room. Please arrive NLT 0815 so we may begin on time.

2. Parking/METRO. Parking is limited and expensive. The MCI Center has an early bird parking special for $11 and is a short walk to USACE. Recommend exercise participants use the Metro to the Judiciary Square station. USACE HQ is a short walk to the north side of the National Building Museum.

3. Participant Confirmation. Request that invitees verify participation and provide participant contact information to USACE NLT 11 October 2005. POC is Mr. Wayne George at wayne.d.george@hq02.usace.army.mil , or fax at (202) 761-0907.

4. Briefings. No participating agency briefings are required.

5. Lunches: Lunches will be working. Participants can order lunch by using the order form included in this packet. Cost is $11 per lunch and will be collected at the beginning of the exercise on 19 October 2005. Fax lunch orders to (202) 761-0907 ATTN: Ms Renee West-Bey NLT 16 October 2005.

6. Security Clearance: This is an unclassified exercise and there is no requirement to provide security clearance verification.

7. Questions: POC at Headquarters, USACE is Ms. Brenda Wyler at (202) 761-1850 or Mr. Wayne George at (202) 761-0255.

8. Messages during the Exercise: Participants can have messages left at (202) 761-0259.

US Army Corps of Engineers

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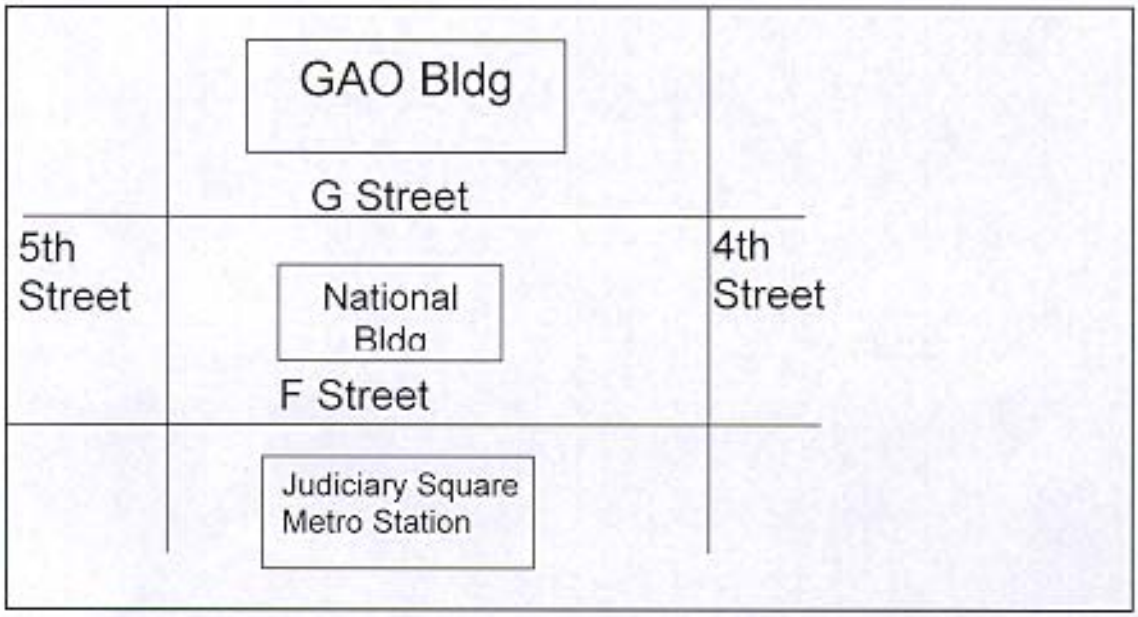
DIRECTIONS TO HEADQUARTERS, US ARMY CORPS OF ENGINEERS--METRO

To get to HQs USACE, take the Red line to Judiciary Square. Take the F Street exit to the street level. Go around the National Building Museum (large red brick building you see when exiting the Metro station) to G Street. We are in the GAO Building directly across from the National Building Museum, 441 G Street, NW. If we know you were coming, your name will be on a visitor's roster at the guard desk. You will get a daily visitor's badge at the guard desk. Once you have cleared security, come to the 3d floor and follow the signs to the Command Conference Room, 3M60/70.



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MAP TO HEADQUARTERS, US ARMY CORPS OF ENGINEERS
ADDRESS: 441 G Street, NW, Washington, DC.

US Army Corps of Engineers

EXERCISE ONLY

LUNCH ORDER FORM—SUBMIT NLT 17 OCTOBER 2005

FAX TO (202) 761-0907 ATTN: RENEE WEST-BEY

Lunch	Day 1 Oct 19	Day 2 Oct 20
NAME:	Choose one below	Choose one below
1. **American Traditional Club Sandwich** Virginia Ham, roasted turkey and bacon topped with Swiss cheese, lettuce and tomatoe.		
2. **Roast Beef & Cheese** Juicy Roast Beef served with American cheese, lettuce and tomatoe.		
3. **Ham & Cheese** This French all time favorite is served with Virginia ham and Swiss cheese, lettuce and tomatoe.		
4. **Turkey & Swiss** Freshly sliced turkey with Swiss cheese, lettuce and tomatoe.		

Pick one each from Bread, Salad, and Drink for each day

Bread		
White		
Wheat		
Multi-grain		
Pumpernickel		
Marble-rye		
Salad		
Fruit		
Pasta		
Drink		
Water		
Sierra Mist		
Pepsi		
Diet Pepsi		

All lunches served with Chips and a Cookie

Price 1 Day $11.00 Two Days $22.00

PLEASE BRING CASH TO MEETING --- Thanks

FAX TO (202) 761-0907 ATTN: RENEE WEST-BEY

US Army Corps of Engineers

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EXERCISE SCHEDULE—DAY 1

OCTOBER 19, 2005

LOCATION: COMMAND CONFERENCE ROOM, USACE HEADQUARTERS

TIME	EVENT
0800-0830	Registration and coffee
0830-0845	Welcome and administration
0845	Freeze Frame #1 Scene Setter
0850	Freeze Frame #1 MSEL #1 Distribution and Discussion
TBD	Freeze Frame #1 MSEL #2&3 Distribution and Discussion
1130	Player Survey #1
1200	Working Lunch
1245	Freeze Frame #2 Scene Setter
1250	Freeze Frame #2 MSEL #1 Distribution and Discussion
TBD	Freeze Frame #2 MSEL #2 Distribution and Discussion
1530	Player Survey #2
1600	Day 1 AAR, Wrap up

EXERCISE SCHEDULE—DAY 2

OCTOBER 20, 2005

LOCATION: COMMAND CONFERENCE ROOM, USACE HEADQUARTERS

TIME	EVENT
0800-0830	Registration and coffee
0830	Freeze Frame #2 MSEL #3 Distribution and Discussion
1130	Freeze Frame #3 Scene Setter
1145	Freeze Frame #3 MSEL #1 Distribution and Discussion
1200	Working Lunch
1430	Player Survey #3
1500	Day 2 AAR, Closing Comments

EXERCISE ADMINISTRATION

WHITE CELL

Brenda Wyler	USACE
Wayne George	USACE (SYColeman)
MAJ Lindow	MANSCEN Battle Lab
MAJ Alderman	MANSCEN Battle Lab

STEERING COMMITTEE

MG Robert Williamson
BG Bruce Berwick
Dr. Barbara Sotirin
Mr. Dwight Beranek

FACILITATORS

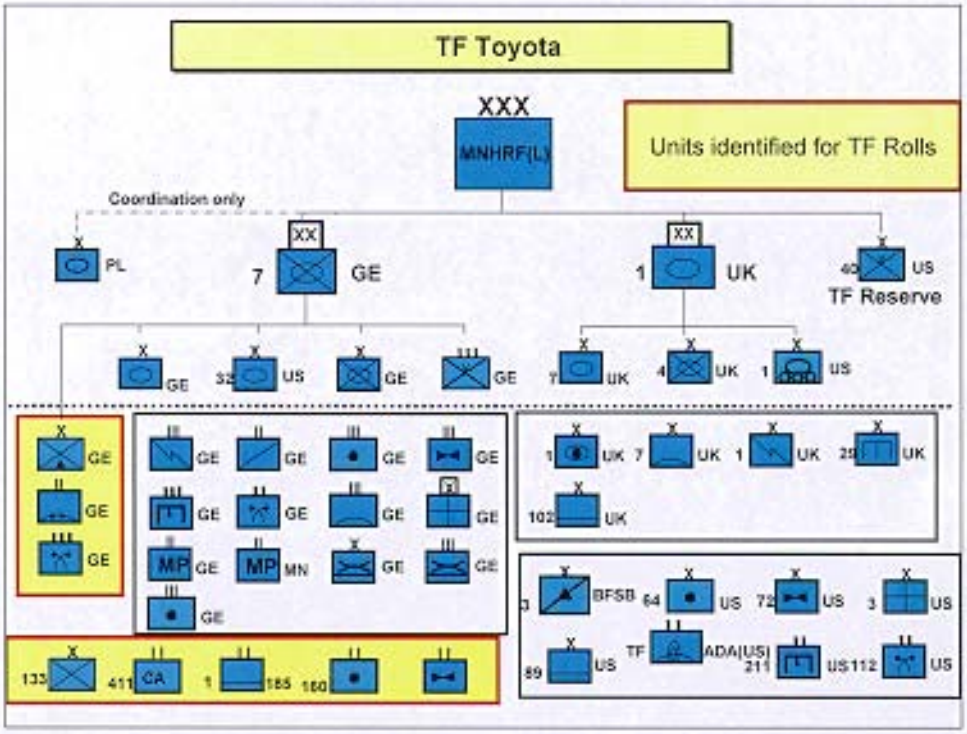
BG Bo Temple	USACE
Mr. Keith Self	SAIC
Mr. Terry Moran	SAIC
Mr. John Medve	SAIC

PART II—UNIFIED QUEST 05 BACKGROUND—GROUND OPERATIONS

NOTE:
This information is provided as an overall context for a discussion of the issues for discussion during Castle Quest 01-06.

Ground Force Organization

Below is the task organization for United States and coalition ground forces. The ground forces consist of four task forces: Toyota, Ford, Buick and Dodge.



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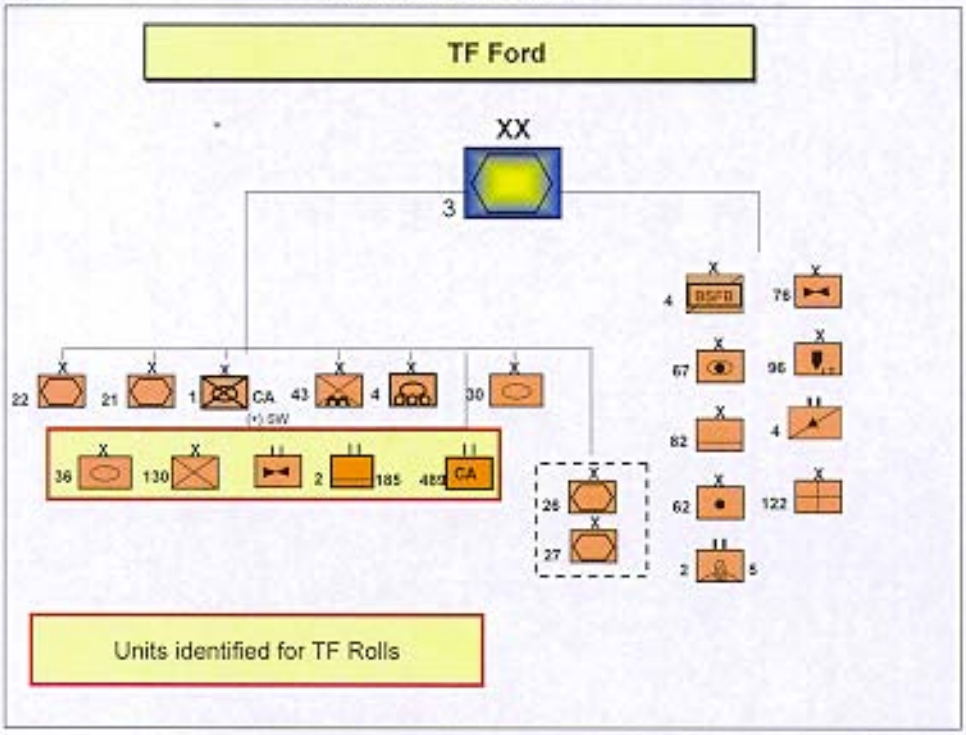

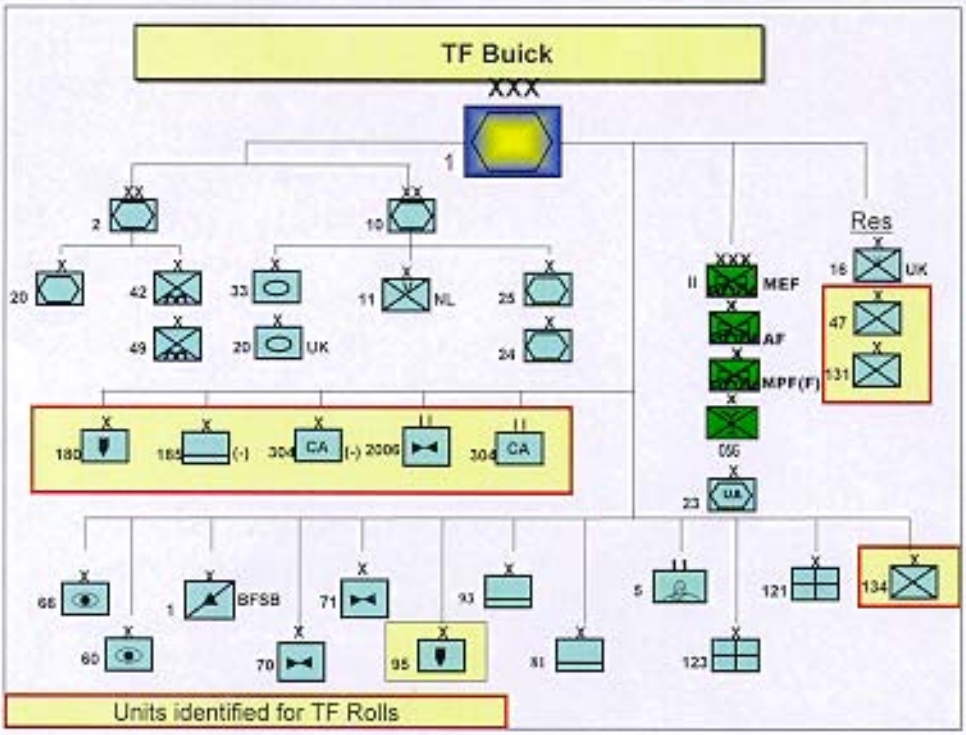

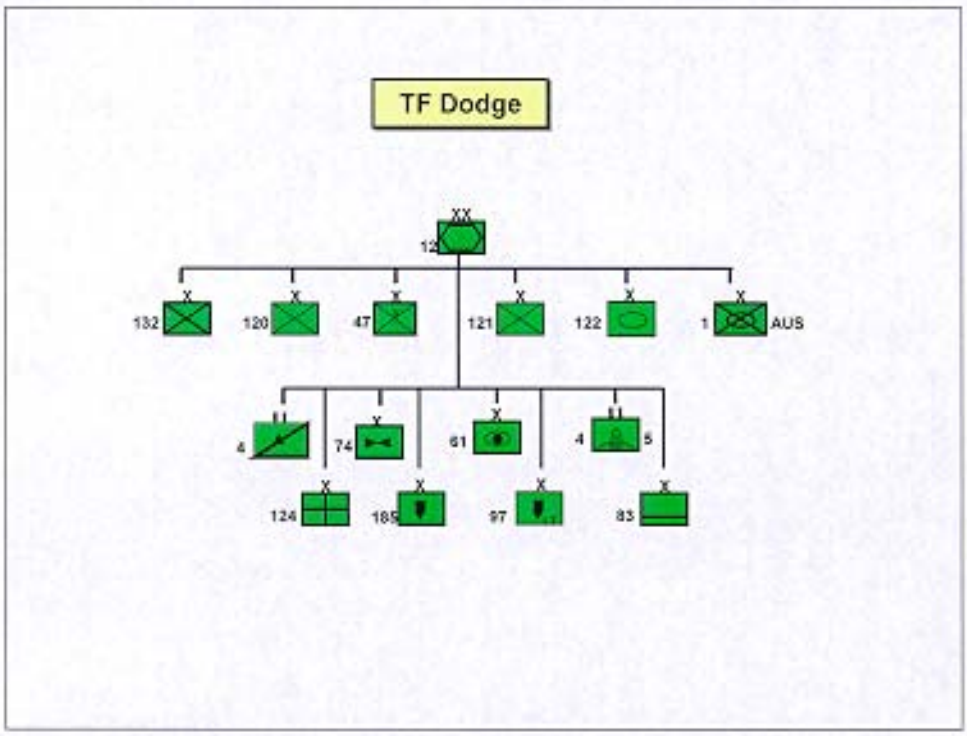

Transition to Conflict—February 2015

In February 2015 the United States and its allies continued to prepare for the possibility of hostilities with Redland. The United States and Poland are conducting Exercise Black Knight which includes one Heavy Brigade Combat Team (HBCT) and one Stryker Brigade Combat Team (SBCT) in Poland. NATO has several exercises with Exercise Cooperative Response I in Poland and the Baltic; Exercise Gulf Course II in the Eastern Mediterranean Sea (US participants--1 USMC ESG, OSG (-)); NATO Exercise Cooperative Resolve II in the Black Sea postponed due to Leverich-Bauman Convention concerns. ESG Shipping currently located in Eastern Mediterranean Sea. United Kingdom and German Forces can only forward deploy to Poland after UN resolution is passed. The NATO Response Force remains in garrison locations and will only deploy under NATO Article 5 invocation. The United States deploys the 20th BCT (FCS) to Sicily to conduct training exercises with Italian forces.

Redland during the same timeframe has been repositioning various divisions around the capitol city of Kasimir, along the Greek border and in Belarus. Redland forces are reinforcing defensive fortifications throughout Redland.

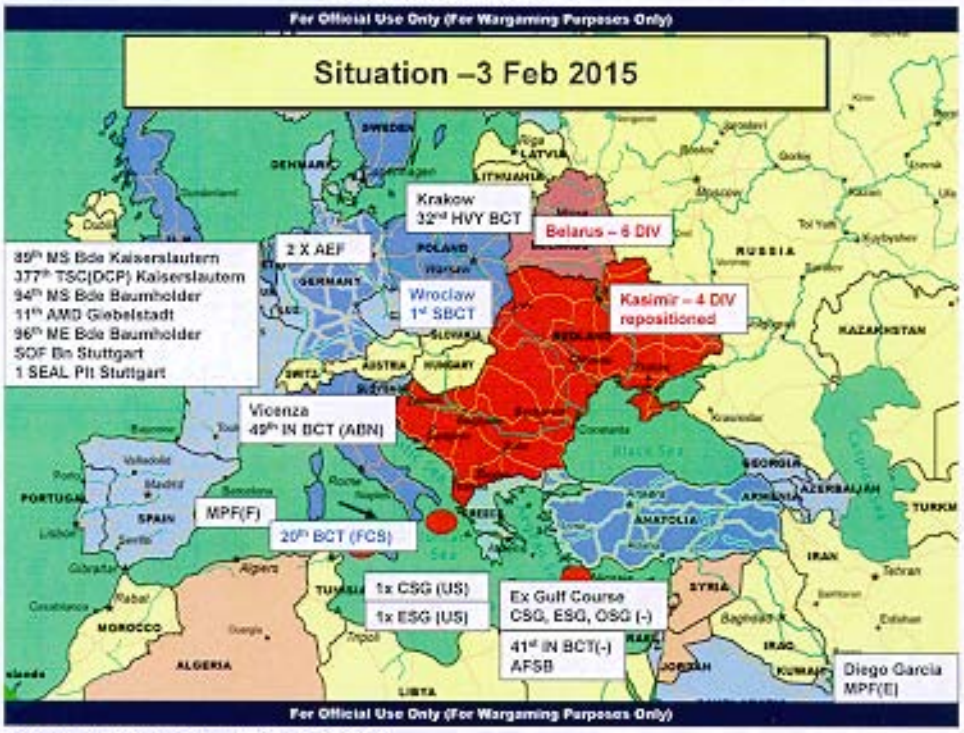

Figure 4-Situation Feb 3, 2015

Ground Force Status -- February-March 2015

On March 5th, 2015 (C+20/D-Day) Redland attacks and initiates both space-based and information operations. Coalition air forces attack Redland airfields and inflict significant damage. Ground forces continue to conduct RSOI throughout EUCOM AOR. Ground forces consist of TF Toyota, TF Ford, TF Buick, TF Dodge and TF Rolls (which consists of elements of the other TFs). Statuses of each TF are:

- TF Toyota: Rapidly closing in TAAs vicinity Wroclaw, Poland. UK Artillery, signal and engineer units are enroute.
- TF Ford: Continuing RSOI—21st and 22d BCT (FCS) in Italy.
- TF Buick: Continues to deploy. II MEF in MODLOC in the Aegean Sea.
- TF Dodge: Currently in CONUS mobilization stations. Estimated date of complete mobilization is C+60 (April 14, 2015).

Canadian and Australian brigades are currently deploying.

Combat Operations –March 29, 2015 to April 9, 2015

Coalition forces began ground operations on D+25 (March 29, 2015). The operations consisted of attacks against Redland/Belarus Forces in the Northwest by TF Toyota and TF Ford operations in the middle Danube.

Battle of Northwest Redland—TF Toyota Attack

On D+25, CJFACC began shaping operations against Red ground forces in support of TF Toyota attacks. By D+29 CJFACC had set the conditions to facilitate the ground attack by TF Toyota. On D+30, TF Toyota crossed the LD (Polish/Redland border) in attack along two axes toward Objective 1. 7 PZGren Div (GE) attacked on an axis toward Rinve and the 1st UK Armored Division on another axis toward Ternopil. Redland Militia forces conducted small unit defense operations along Redland/Polish border and in depth. The defense had limited success in delaying Coalition advance, but was able to harass coalition lines of communications.

Figure 5: Battle of Northwest Redland

German Air Assault Regiment conducted an assault into OBJ 1, but encountered strong **resistance** from Redland strongpoint defenses, suffer significant casualties until their link up with lead elements for 7 PZGren Div (GE). On D+32 7 PZGren Div (GE) and 1st AD (UK)

begin attacks on OBJ 1. Redland 78th AR Brigade conducts strongpoint defense near Rivne. On D+34 the 78th AR Brigade is combat ineffective and OBJ 1 is secured. On D+35 German stability operation force package moves into position northwest of OBJ 1. CJFACC shaping operations reduce Redland 47 Infantry Division, 16th Infantry Division and 1 Artillery Division to 60% combat effectiveness in Redland main defense areas.

Battle of the Middle Danube-TF Ford Attack

On D+30, CJFACC began shaping operations against Redland ground forces in support of TF Ford attacks. By D+33 conditions are set to facilitate the TF Ford ground attack. On D+33, high winds in excess of 25 knots prevent an airborne insertion of the 43rd ABN Brigade. The ground attack is delayed by one day. CJFACC continues attacks against ground targets. The Airborne operation is conducted on D+34. Redland ADA/AAA is effective and hits 2 AMC-X destroying them and damages another. United States sustains 240 KIA. The mission is aborted due to the ADA/AAA threat. CJFACC continued to attack Redland ground targets. TF Ford ground forces LD on D+35 and attack southeast led by the 9th French AMB Brigade and 1st Canada Light Mech Brigade. Recce forces encounter stiff resistance from the 13th Redland ISC strongpoint defense.

Figure 6: Battle of the Middle Danube

TF Rolls

Stability operations in the wake of combat operations necessitate the creation of a specialized TF designed to accomplish a range of stability operations (SO) missions. At D+36 (April 9, 2015) the status of TF Rolls is depicted on the following chart:

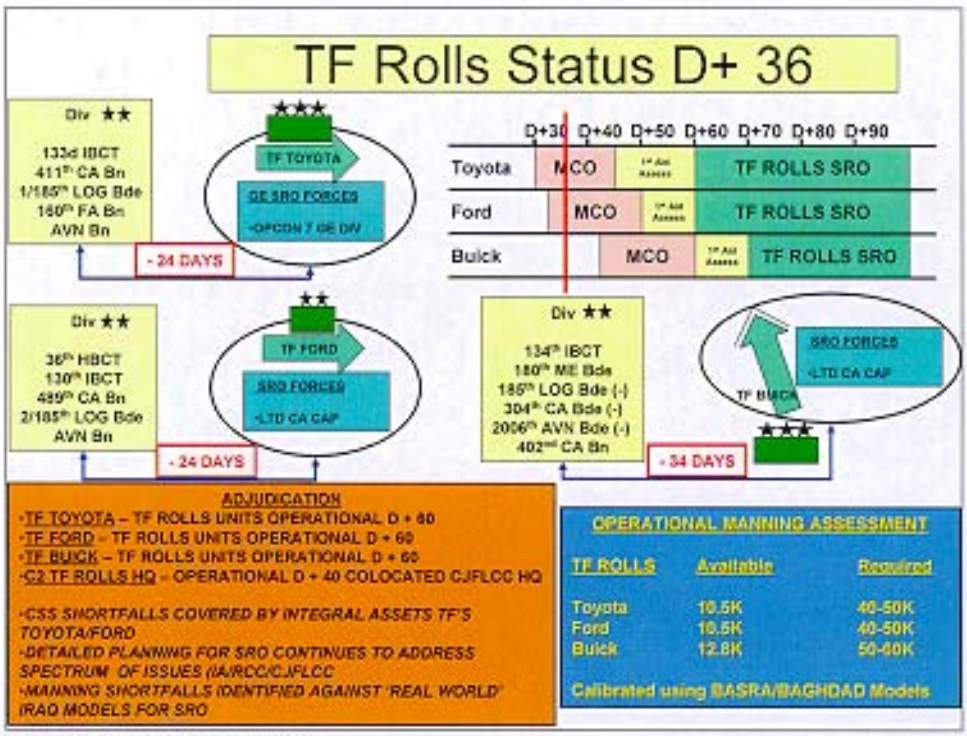

Figure 7: TF Rolls status

Combat Operations April 11th, 2015 to May 19th, 2015

Battle of Northwest Redland—TF Toyota

Stability operation forces established LODGEMENT MINNESOTA behind the maneuver brigades of TF Toyota. Redland irregular forces conducted interdiction attacks on coalition ground lines of communication throughout the area of operations. TF Toyota on D+39 (April 13th) continues attack in zone vicinity Rivne towards OBJ 1A. The remaining elements of Redland 78th AR Brigade dispersed into the civilian population of Rivne. Two days later Redland countered with a persistent chemical attack south east of Rivne with Nitro Mustard. Elements of the 32 HBCT and 46 Fires Brigade (US) were affected by the attack. Redland forces attacks destroy portions of the Redland electrical power distribution grid.

Displaced persons begin movement towards Redland regions/cities near the Polish border throughout the area of operations. Displaced persons and vehicle traffic on ground lines of

communication disrupt coalition operations. Displaced persons rate surges after persistent chemical attack with an estimated 5000 plus cars on main support routes. Coalition forces establish a temporary displaced persons holding camp that at this point held 2752. Enemy prisoners of war are being held in EPW Camp 1 with 213 prisoners.

On April 19th (D+45) both the Germans and UK lead units encounter strong Redland resistance 50-75km west of OBJ 1A. On May 19th, 2015 (D+75) TF Toyota is in positions west of OBJ 1A and establish LOGEMENT MINNESOTA boundary to the rear of the maneuver brigade rear areas.

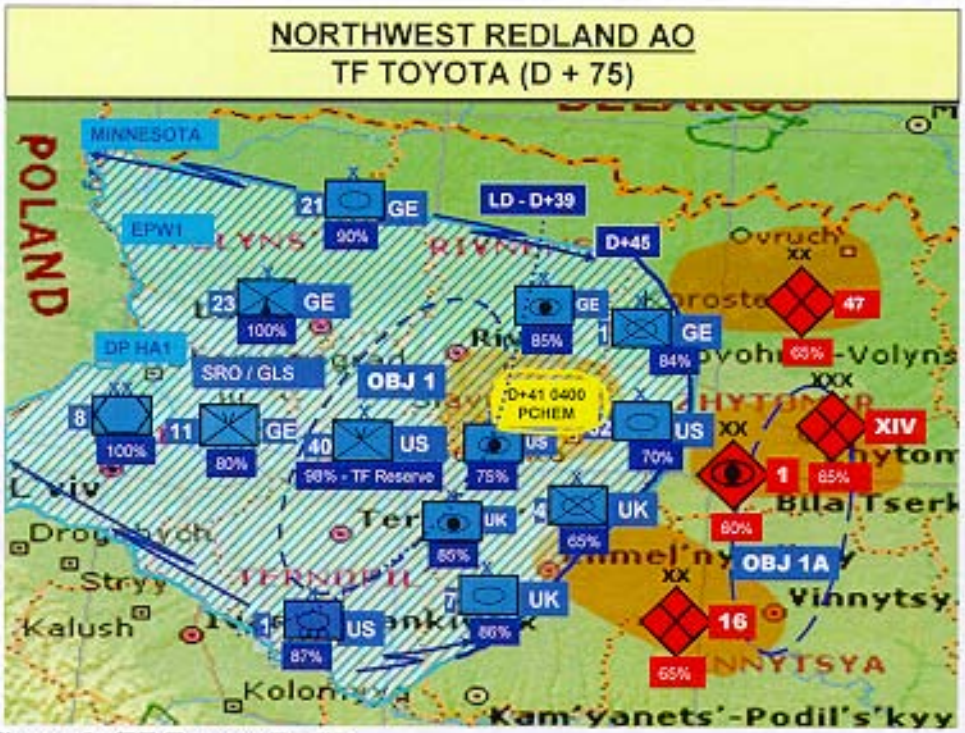

Figure 8: TF Toyota (D+75)

Battle of the Middle Danube-TF Ford Attack

TF Ford on April 13, 2015 (D+39) attacked OBJ 2A with 1st Brigade (CA) and 30th HBCT (US) and OBJ 2 with the 9th Brigade (FR) and 21st BCT (FCS) (US). On D+40 the CJFACC began shaping operations in preparation for the 27th BCT (FCS) (US) HVTOL vertical envelopment North East of OBJ 2A. The vertical envelopment occurred over three days and was completed by April 19th, 2015 (D+45). On D+46 the 9th Brigade (FR) and 21st BCT (FCS) (US) successfully defeated Redland forces and seized OBJ 2. On D+52 OBJ 2A is seized by 1st Brigade (CA), 30th HBCT (US) and the 27th BCT (FCS) (US). Redland 61st Division begins conducting small unit lines of communication interdiction of coalition ground forces on D+53. From D+37 to D+75 the 4th SBCT conducted line of communication security.

Displaced persons begin evacuation of urban areas causing friction and delays along the lines of communications. Commanders worry about an impending humanitarian crisis. A temporary displaced persons holding area vicinity OBJ 2A was established holding 3637 persons and an EPW camp located in Camp #2 holds 336.

On D+55 Redland orders a nitrogen mustard agent chemical attack against coalition forces in the vicinity of OBJ 2A—HUMINT sources anticipate a chemical attack and counter-battery fire destroys Redland chemical delivery systems.

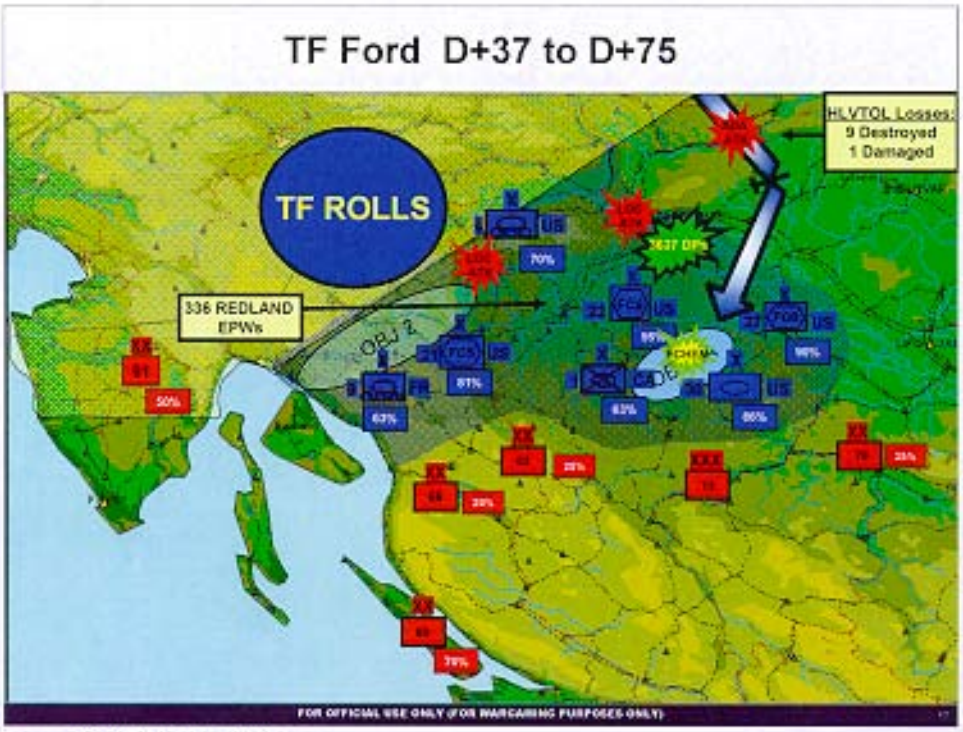

Figure 9: TF Ford Status

Battle of Southern Redlands-TF Buick

On D+45 (April 18, 2015) the 33rd HCBT (US) and 20th Brigade (US) supported by the 11th Brigade (NL) attack north toward OBJ 3A. Two days later the OSG attacks via AASLT into the forward operating base to support attacks into OBJ 3B. On D+53 Redland begins interdicting ground lines of communications which causes the TF Buick Commander to commit the reserve to secure the lines of communication. By D+75 the task forces seizes OBJ 3A. The task force established a temporary holding camp with 2859 people and a prisoner of war camp holding 274.

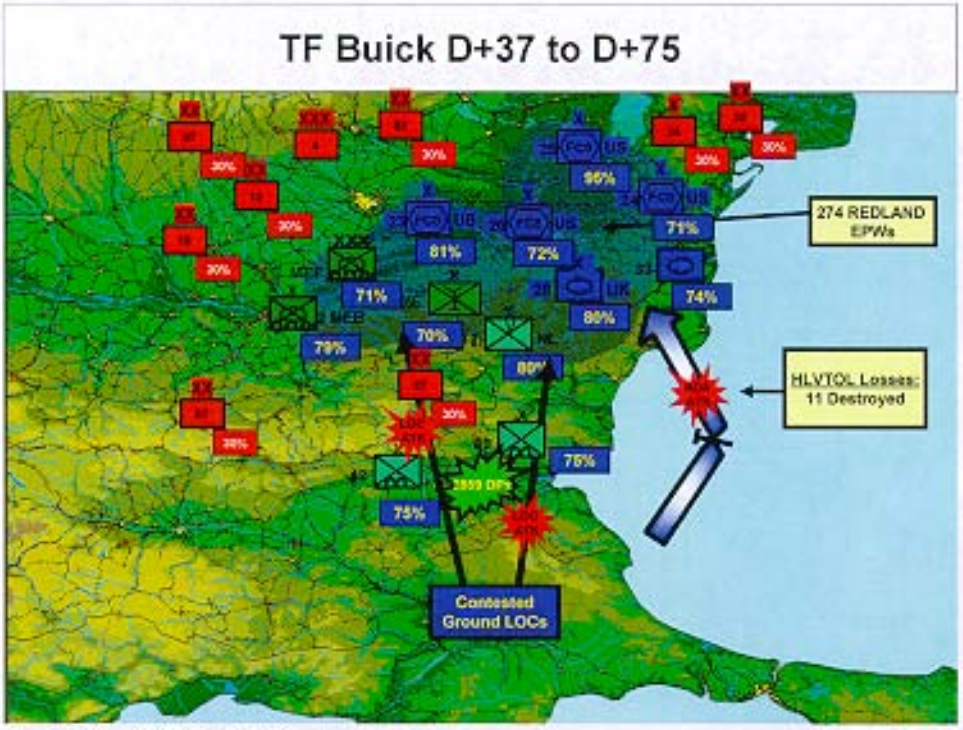

Figure 10: TF Buick Status

TF Rolls—D+60 to D+75

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On May 4, 2015 (D+60) the 8th Corps was established as command and control for TF Rolls. The Corps HQ was initially located Lvov. The status of the TF is reflected below:

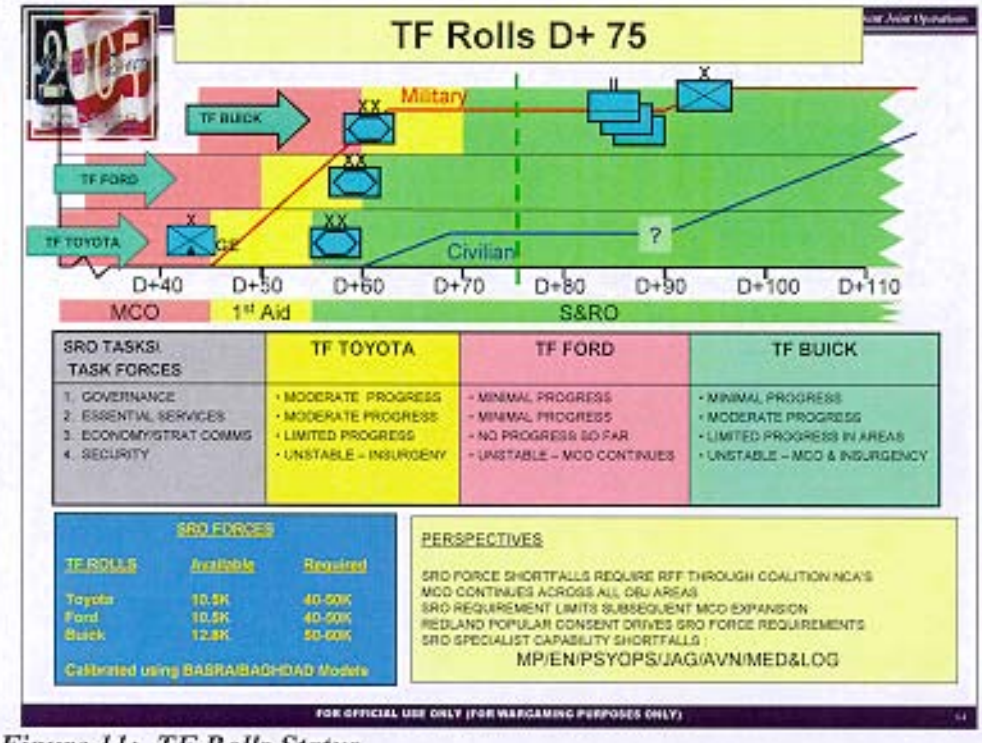
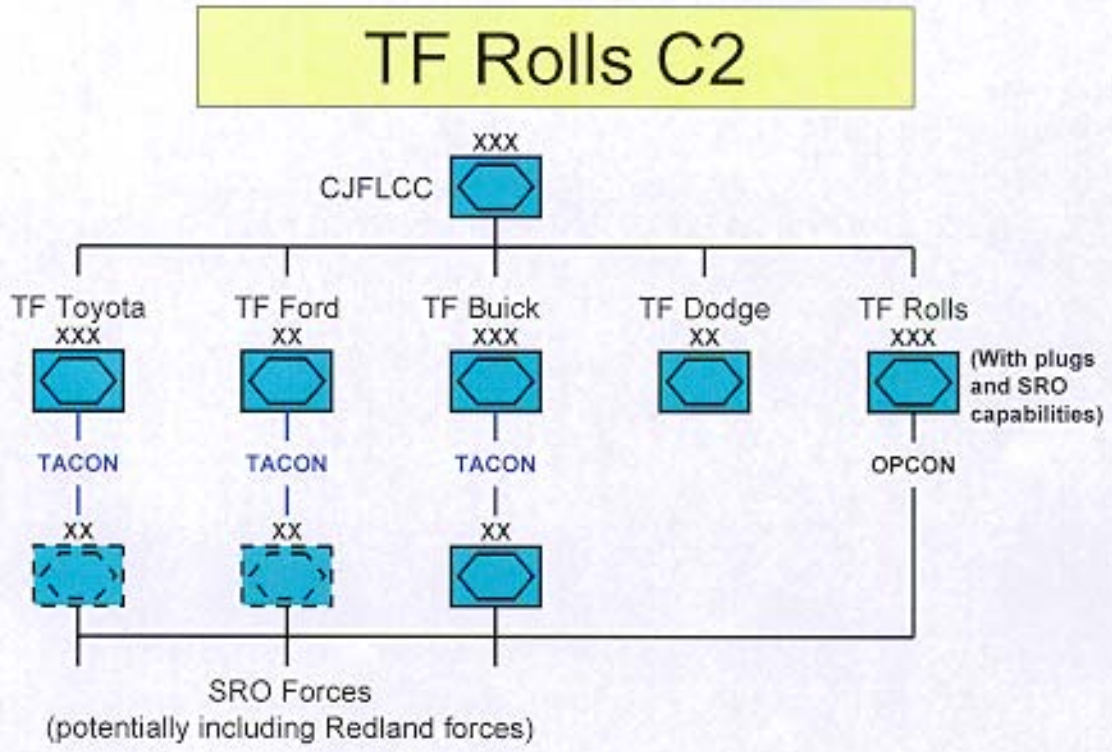


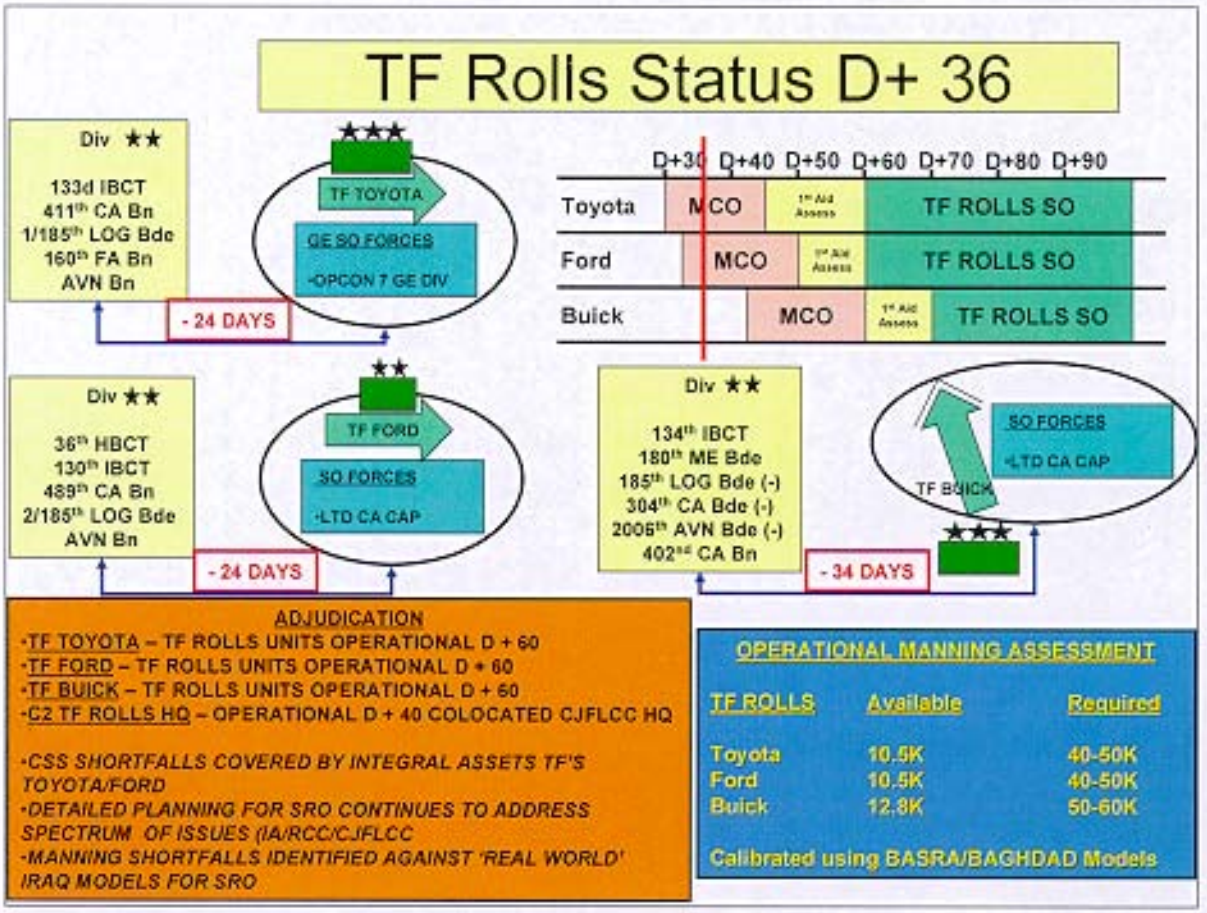
Figure 11: TF Rolls Status

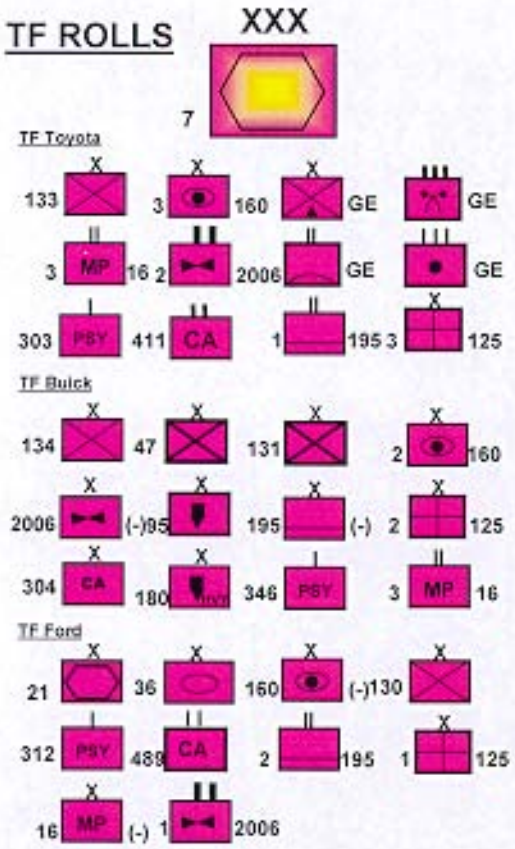
PART III-CASTLE QUEST 01-06

FREEZE FRAME 1—CONFLICT (D+50)

GENERAL SITUATION




TF Rolls Status D+ 36
Div ★★
133d IBCT
411th CA Bn
1/185th LOG Bde
160th FA Bn
AVN Bn
- 24 DAYS
★★★
TF TOYOTA
GE SO FORCES
-OPCON 7 GE DIV
D+30 D+40 D+50 D+60 D+70 D+80 D+90
Toyota
MCO
TF ROLLS SO
Ford
MCO
TF ROLLS SO
Buick
MCO
TF ROLLS SO
Div ★★
36th HBCT
130th IBCT
489th CA Bn
2/185th LOG Bde
AVN Bn
- 24 DAYS
★★
TF FORD
SO FORCES
-LTD CA CAP
Div ★★
134th IBCT
180th ME Bde
185th LOG Bde (-)
304th CA Bde (-)
2006th AVN Bde (-)
402nd CA Bn
- 34 DAYS
SO FORCES
-LTD CA CAP
TF BUICK
★★★
ADJUDICATION
-TF TOYOTA – TF ROLLS UNITS OPERATIONAL D + 60
-TF FORD – TF ROLLS UNITS OPERATIONAL D + 60
-TF BUICK – TF ROLLS UNITS OPERATIONAL D + 60
-C2 TF ROLLS HQ – OPERATIONAL D + 40 COLOCATED CJFLCC HQ
-CSS SHORTFALLS COVERED BY INTEGRAL ASSETS TF'S TOYOTA/FORD
-DETAILED PLANNING FOR SRO CONTINUES TO ADDRESS SPECTRUM OF ISSUES (IA/RCC/CJFLCC
-MANNING SHORTFALLS IDENTIFIED AGAINST 'REAL WORLD' IRAQ MODELS FOR SRO
OPERATIONAL MANNING ASSESSMENT
TF ROLLS Available Required
Toyota 10.5K 40-50K
Ford 10.5K 40-50K
Buick 12.8K 50-60K
Calibrated using BASRA/BAGHDAD Models



UNIT	POD	Date	TAA	Date
7th Corps HQ	Warsaw	C+54	Wroclaw	C+60
130th IBCT (AEFP 1-2)	Trieste	C+62	Solvena	C+68
133th IBCT (AEFP 1-2)	Gydansk	C+69	Krakow	C+75
134th IBCT (AEFP 3-4)	Derince	C+117	Istanbul	C+123
36th HVY BCT (Force Pool C)	Trieste	C+73	Solvena	C+79
304th CA BDE	Derince	C+68	Istanbul	C+74
180th ME Bde	Bremerhaven	C+76	Krakow	C+84
A/2006 AVN BN	Aviano	C+72	Aviano	C+72
2/197 Sust BN	Derince	C+111	Istanbul	C+119
3/197 Sust BN	Gydansk	C+112	Krakow	C+120
1/125th Med Bde (AEFP 1-2)	Aviano	C+70	Solvena	C+74
B/2006 AVN BN	Corlu	C+79	Corlu	C+79
411th CA BN	Okecie	Inplace		
1/160 Fires BN	Trieste	C+67	Solvena	C+73
2/125th Med Bde	Derince	C+71	Istanbul	C+75
C/2006 AVN BN	Balice(Krakow)	Inplace		
312th Psyop CO	Aviano	C+55	Solvena	C+59
2/160 Fires BN	Derince	C+68	Istanbul	C+74
3/125th Med Bde	Wroclaw	C+65	Inplace	
1/197th Sustainment Bde (AEFP 3-4)	Trieste	C112	Solvena	C+120
346th Psyop CO	Corlu	C+55	Istanbul	C+59
3/160th Fires BN	Gydansk	C+74	Krakow	C+80
1/6th MP Bde (L&O,R,MWD,CID)	Aviano	C+52	Solvena	C+56
2/6th MP Bde(L&O,R,MWD,CID)	Corlu	C+52	Istanbul	C+56
303rd Psyop CO	Okecie	C+55	Krakow	C+59
3/6th MP Bde(L&O,R,MWD,CID)	Okecie	C+55	Krakow	C+59

TF Rolls:

- Stood up at D+36, operational at D+40
- 8th Corps assumes C2 on D+60 at Lvov
- Collocated with CFLCC HQ

TF Toyota:

- Conducting MCO
- 1st Aid access at D+45
- Coalition forces establish a temporary displaced persons holding camp that currently holds 2752. In addition, 213 Enemy prisoners of war are being held in EPW Camp 1.

TF Ford:

- Conducting MCO
- 1st Aid access at D+50
- At D+50, displaced persons begin evacuation of urban areas causing friction and delays along the lines of communications. Commanders worry about an

impending humanitarian crisis. An EPW camp located in Camp #2 holds 336. Numerous displaced persons indicate that extensive holding areas will be necessary following the impending attack on OBJ 2A.

TF Buick:

- Conducting MCO
- 1st Aid assess not until D+60

Perspectives:

1. CSS shortfalls covered by integral assets TF's Toyota/Ford.
2. Detailed planning for SO continues to address spectrum of issues (IA/RCC/CJFLCC).
3. Manning shortfalls identified against 'real world' Iraq models for SO.
4. Operational manning assessment (as of D+36):

TF ROLLS	Available	Required
Toyota	10.5K	40-50K
Ford	10.5K	40-50K
Buick	12.8K	50-60K

FREEZE FRAME 1-CONFLICT

MSEL 1

It is C+29 with a RLD of C+31 for ENCOM FEST teams and deployment preparations continue. However, conditions in the combat zone do not currently warrant the deployment of these low-density/high-value capabilities. The 7th Army G3 is requesting the force flow be changed to allow more critical assets to be deployed in place of the USACE assets. The ENCOM Cdr agrees that conditions do not warrant USACE deployment and wants to delay USACE arrival. At C+35 FEST-A teams arrive in theater.

MSEL 1 OBJECTIVE

Identify capabilities needed and in coordination with USACE determine how to get the needed capabilities into the force flow.

MSEL 1 ISSUES

- Relationships and communications among:
  - ENCOM (Theater EN C2), USACE, EN Bde, USACE teams (FESTs), CMOC, and Engineer/USACE relationship and follow-on civil authority
- Conditions to deploy each of the FEST teams. Who decides? Who implements?
- How do the FEST teams support the EN Bdes during combat ops?
- Equipment? Weapons? Force protected by whom?
- How do reach back capabilities reach the forward echelons?
- If FEST teams not involved in combat ops support, where do they laager?
- How does USACE receive reimbursement for FEST teams' deployment?
- What authorities are delegated to Engineers/USACE teams for contracting (obligation authority?)

FREEZE FRAME 1-CONFLICT

MSEL 2

Remaining ENCOM HQ elements deploys and is established in theater at C+40. FEST teams disembark at FOB-14 at C+40. The FEST-M arrives on C+50. The FFE teams consist of a mix of military and emergency essential civilian personnel. FEST members have no weapons and no organic force protection, and only unarmored vehicles. Once RSOI is complete, they need escort and force protection for the move forward The ENCOM finds the TF Ford FEST-A teams located at the 7th Army CMOC because the maneuver commander chose to leave them out of the combat zone. TF Ford Engineer Bde is XX miles forward engaged in combat operations.

MSEL 2 OBJECTIVE

- Identify issues pertaining to Emergency Essential Personnel Status for USACE personnel
- Identify C2 issues pertaining to Field Force Engineer (FFE) capabilities in direct support of forward deployed units (i.e. Division)

MSEL 2 ISSUES

- Who is the Theater C-7?
- What are the roles and responsibilities of the C-7?
- What are the challenges of deployment of civilians into theater? (Emergency Essential(EE) Status)
- When does ENCOM assume Theater EN C2? What is the transition plan?
- To whom does the FEST-M Commander conduct liaison with to resolve immediate issues? (CMOC, ENCOM, other?) Who decides if FEST joins EN Bdes in the forward combat ops areas, or laagers to the rear?
- How do FEST teams support the EN Bdes during combat ops?
    - Does organic equipment match the maneuver units' equipment in capability?
    - Do the USACE teams have organic weapons? Who conducts force protection below FEST-M level?
    - How do reach back capabilities reach the forward echelons? How does USACE gain priority on scare military transportation?
    - If FEST teams not involved in combat ops support, where do they laager?
- What contracting authority do the USACE teams have?
- What authority does USACE have over volunteer personnel deployment?

FREEZE FRAME 1-CONFLICT

MSEL 3

At C+50, the FEST-M teams arrive at the Corps CMOC and are established at C+55. As FEST-M begins to work tasks pertaining to operational requirements the FEST-M commander receives 5 separate requests for FEST support from USG representatives, Host Nation representatives, and the J4.

MSEL 3 OBJECTIVES

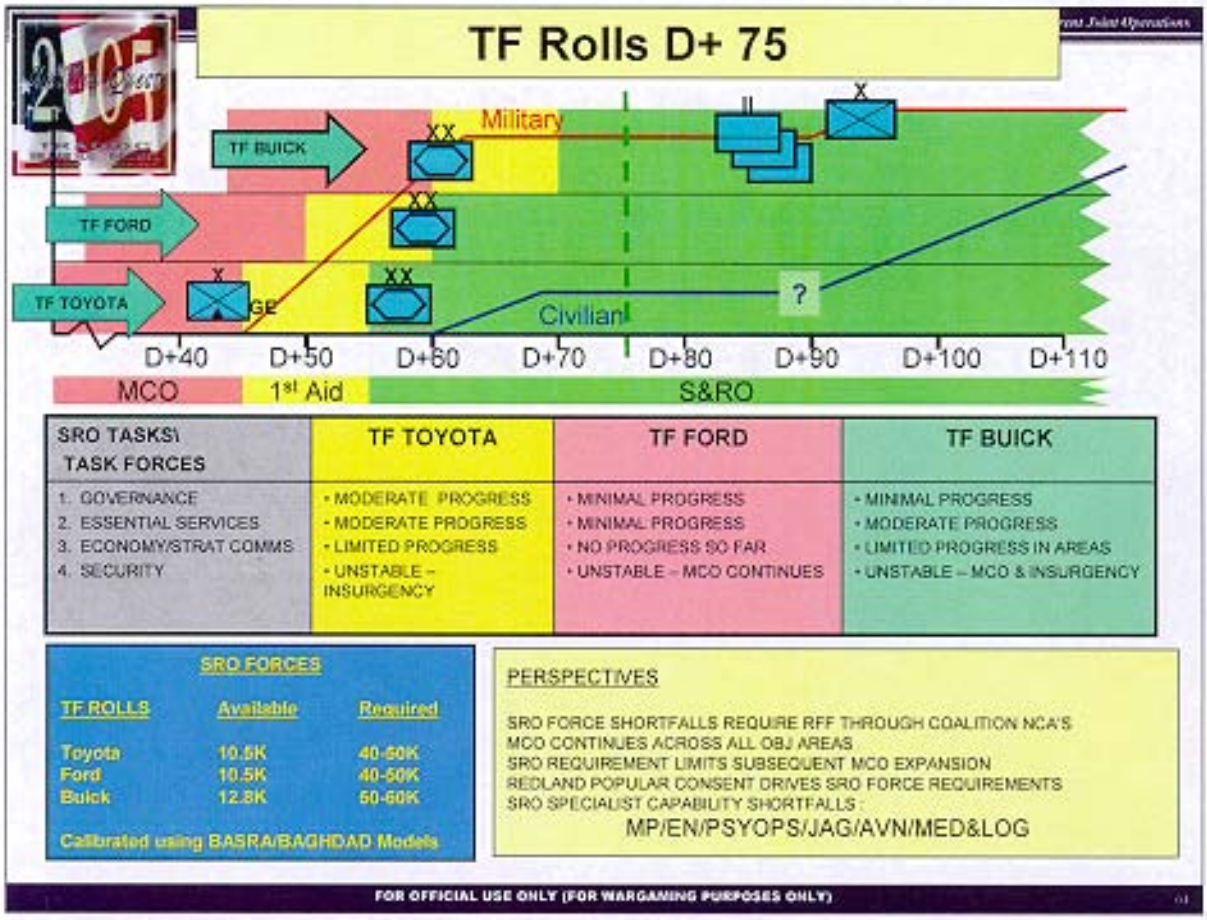
Identify C2 issue pertaining to who decides what missions FFE capability will meet and in what priority to meet future needs.

MSEL 3 ISSUES

- Who prioritizes FEST work requests?
- To who do the USACE assets report?
- Who approves the transfer?
- How do FEST teams coordinate with IA/HN organizations if they remain under theater C2?
- How does USACE receive reimbursement for FEST teams' deployment?
- Even this early, how does the interagency identify their requirements?
- How does the theater engineer anticipate and plug into the requirements in order to meet future interagency needs.

FREEZE FRAME 2—CONFLICT/INITIATE EMERGENCY STABILITY OPERATIONS (D+70)

GENERAL SITUATION



TF Rolls:

- 8th Corps established as C2

TF Toyota:

- In position west of OBJ 1A
- Initiated SO on D+55 with moderate to no progress on 4 tasks.

TF Ford:

- Seized OBJ 2A
- Initiated SO on D+60 with minimal or no progress on 4 tasks.

TF Buick:

- Seized OBJ 3A

- Initiated SO on D+70 with moderate to no progress on 4 tasks.

Perspectives:

1. SO force shortfalls require RFF through coalition NCA's.
2. MCO continues across all objective areas.
3. SO requirement limits subsequent MCO expansion.
4. Redland popular consent drives SO force requirements.
5. SO specialist capability shortfalls: MP/EN/PSYOPS/JAG/AVN/MED& LOG.

FREEZE FRAME 2-CONFLICT/INITIATE EMERGENCY STABILITY OPERATIONS (SO)

MSEL 1

Due to lack of defensible buildings and danger from insurgents, ENCOM has been ordered to plan and construct an expeditionary base camp for 2500 soldiers. The area in which 7th Army wants to locate has a long history of surface mining and in later years nuclear weapons production facilities.

MSEL 1 OBJECTIVE

Identify the planning capability to meet emerging secure base camp requirements through master planning and USACE capability to support.

Identify C2 issues pertaining to establishment of special and joint engineering capabilities to meet UXO/mine/IED/indirect fire emerging threats (to include establishment of a MEOC, etc)

MSEL 1 ISSUES

- Who coordinates activities with joint engineers and others?
- Who prioritizes their work?
- How might joint capabilities be task organized?
- How can USACE capability (reach back, etc) be used to support?
- Who will conduct master planning activities?
- Who will maintain base ops management?
- How/who will establish the Theater Mine and Explosive Ordinance Information and Coordination Center (MEOC)?
- Who has staff responsibility/oversight of the MEOC?

FREEZE FRAME 2-CONFLICT/INITIATE EMERGENCY STABILITY OPERATIONS (SO)

MSEL 2

As USACE capability builds toward 49 FESTs, in order to meet Interagency and Theater Operational needs, CONUS is struck with major earthquake. Availability of FESTs is greatly reduced and put on hold by USACE. The JTF Commander still needs the full theater allocation of field force engineer (FFE) capabilities. The USACE Commander must decide how to employ remaining FFE capabilities (CONOPS vice domestic requirements).

MSEL 2 OBJECTIVE

Ensure Initiative 24 has sufficient capability to meet operational and emergency requirements.

MSEL 2 ISSUES

- Who coordinates/prioritizes the issues within theater to adjust to the FFE deficiency?
- Pending assessment of quake damage, how will the theater leverage reach back or joint engineers more effectively?
- How will USACE adjust to meet overlapping needs/requirements?

FREEZE FRAME 2-CONFLICT/INITIATE EMERGENCY STABILITY OPERATIONS (SO)

MSEL 3

Two different oil fields, separated by 75 miles, are ablaze; set by the retreating Red Forces. One field (TBD) covers 10 miles, the second only a single square mile. The Corps G3 asked the Theater Engineer to prioritize the fires and to recommend a course of action in light of on-going combat operations. FEST Energy is committed to the earthquake stricken zone in CONUS and is unavailable.

MSEL 3 OBJECTIVES

- Identify command and control issues pertaining to the need to generate a special capability from in-theater and USACE assets to meet this need.
- Define relative criticality of environmental issues.

MSEL 3 ISSUES

- How can this capability be rapidly acquired?
- If it is determined that one of the fires is not within resident capabilities how does ENCOM coordinate for commercial contracting assistance? Are there joint, host nation, or coalition assets available?
- Who coordinates for logistical support and force protection for a commercial contract team?

FREEZE FRAME 3— EMERGENCY STABILITY OPERATIONS (SO) (D+100)

GENERAL SITUATION

MCO is terminated. Insurgency elements continue to create instability, which requires LOC security. The capital city has suffered significant infrastructure damage and is under constant threat of insurgent attack. Much of the population has evacuated to more rural areas. Given the widely dispersed areas of MCO, damage is extensive across wide swaths of Redland. Insurgents are capable of small scale attacks and infrastructure attacks on a daily basis. Civilians operating in Redland demand that the military provide security for all movements. Commercial security is starting to arrive, but coordination is weak. Coalition partners have declined to provide civilian engineering capability until the security situation stabilizes.

FREEZE FRAME 3-EMERGENCY STABILITY OPERATIONS (SO)

MSEL 1

416th ENCOM receives a request from DOS to assign the USACE FEST-M the emergency SO mission to restore water, power, and sewer to the regional capital city of Kasimir. Corps continues combat operations.

MSEL 1 OBJECTIVES

Identify C2 issues pertaining to making related FFE capability available to Interagencies for humanitarian purposes.

MSEL 1 ISSUES

- Who makes the decision to release the USACE assets to conduct emergency reconstruction?
- Who allocates USACE assets among competing priorities?
- Who protects and supplies USACE assets if they conduct these emergency reconstruction missions?
- Should the military reporting chain change? Who approves the transfer?
- Will the civilian authority reimburse USACE for work performed?
- Who prioritizes USACE's work?
- How do the various USACE teams coordinate with IA/HN agencies?
- How does USACE participate in long term SO requirements development?

REFERENCES—FIELD FORCE ORGANIZATIONS

1. Forward Engineer Support Team Advance (FEST-A) 27 Teams (8 personnel: 2 mil/6 civ)

Mission: Provide additional planning capability to combatant command and Army Service Component Command (ASCC) engineer staff or deploys in support of a Joint Task Force (JTF) with a limited execution capability. .

Capabilities: Multiple engineer planning and design, real estate acquisition and disposal, and contracting personnel. Provide an initial infrastructure assessment, technical engineer assistance, contracting support, and real estate acquisition support.

- 1 - Team leader – O3/4 EN
- 1 - Civil Engineers
- 1 - GIS technician
- 1 - Mechanical engineer
- 1 - Electrical Engineer
- 1 - Environmental Engineer
- 1 - Contracting Officer
- 1 – Construction Inspection NCO (E6)

2. Forward Engineer Support Team Main (FEST-M) 6 Teams (39 Personnel: 9 mil/30 civ)

Mission: Provide C2 for USACE teams in the AO. Provide sustained USACE engineering execution capability in the AO. Generally supports a JTF or the land component of a JTF. The FEST-M provides LNOs and USACE engineering planning modules to supported units, as required.

Capabilities: A full FEST-M is a flexible, self-sustaining organization with a mission to provide USACE capabilities through forward presence and reachback for the following mission areas:

- Infrastructure engineering planning and design
- Technical engineering expertise
- Contract construction
- Real estate acquisition and disposal
- Environmental engineering
- Geospatial engineering support

- 1 Commander (O-5)
- 1 Deputy/Ch of Staff (1-O4 EN)
- 1 Counsel

- 1 Internal Review
- 1 PAO
- 1 RM
- 1 IM
- 1 Safety Specialist
- 4 Logistics Specialists
- 5 Construction Reps
- 4 G-3 (1-O4 EN, 3-O3 EN)
- 1 Contracting Officer
- 8 General Engineers

3. Contingency Real Estate Support Team (CREST) 8 teams (4 personnel: 4 civ)

Mission: Acquire and dispose of real estate on behalf of the US Government through the authorities granted by the Secretary of the Army to the Chief of Engineers.

Capabilities: Provides real estate appraisals of property, documents condition of property, evaluates suitability for use, negotiates with owners for leases, manages disposal and lease close-out processes.

- 1 Team Leader
- 1 Real Estate Attorney
- 1 Real Estate Appraiser
- 2 Realty Specialists

4. Environmental Support Team (ENVST) 8 teams (4 personnel: 4 civ)

Mission: Provide environmental engineering support including conducting environmental baseline surveys.

Capabilities: Conduct environmental engineering assessments of contaminated areas. Conduct environmental baseline studies on host nation facilities. Make recommendations for remedial action on contaminated sites.

- 1 Team Leader
- 2 Environmental Specialists
- 1 Environmental Engineer

5. ENGINEER INFRASTRUCTURE INTELLIGENCE REACHBACK CENTER (EI2RC) 1 Team (4 Personnel: 4 civ)

Mission: Manage reachback RFIs throughout USACE in support of COCOM planning and operations. Provides engineering assessments of the regional infrastructure's ability to support US temporary bases and operations.

Capabilities: Coordinates the development of engineer solutions to COCOM problems. Coordinates solution development with districts, CXs, and labs.

- 1 Team Leader
- 3 Engineers

6. BASE DEVELOPMENT TEAM 8 Teams (12 personnel: 12 civ)

Mission: Provide installation-level base development planning and facilities design expertise for intermediate staging bases (ISBs), base camps, forward operating bases (FOBs), and displaced persons camps.

Capabilities: Through reachback, provides planning and design for a 5000-man base camp sufficient for time and cost estimating in 72 hours. Provides specialty designs and technical assistance to deployed forces as tasked by the IAT.

- 1 Team Leader
- 6 Engineers of various disciplines
- 2 master planners
- 1 Cost estimator
- 2 CADD specialists

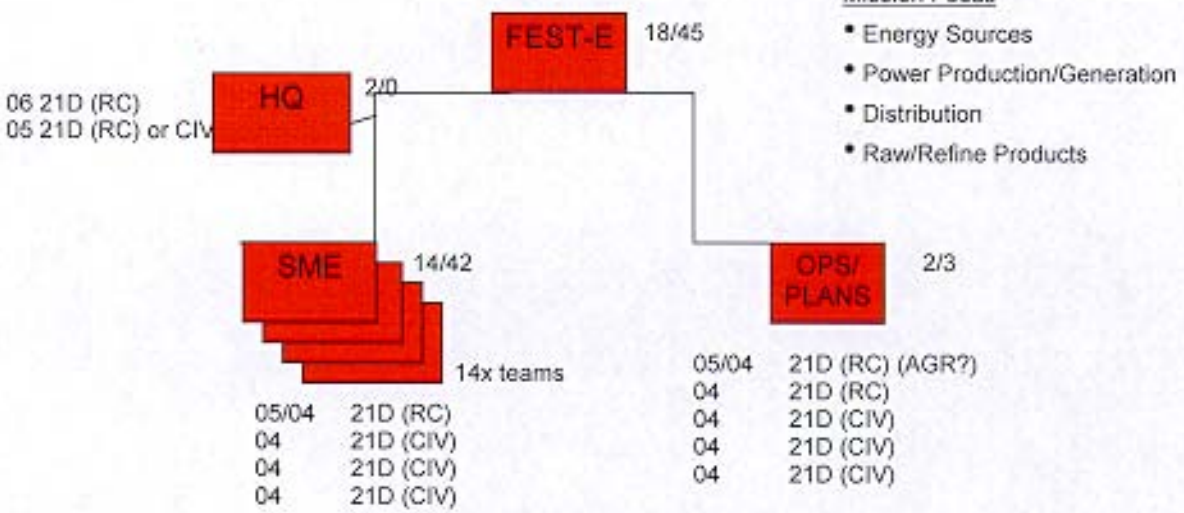
7. Forward Engineer Support Team-Energy 14 SME Teams (4 personnel: 14mil/42 civ) with HQ (7 personnel: 4 mil/3 civ)

Mission: Provide subject matter expertise for energy sources (Oil, Coal, Gas/LPG, Hydro, NUC w/DOE, & other energy/power related areas), power production generation, distribution and raw/refined products.

Capabilities: The Ops/Plans is a non-deployable team that will provide OPS and planning for support and linkage for Energy reachback support. The SME teams will provide expertise to deployed forces in the area of energy sources, power/production generation, distribution and raw/refined products.

- Engineers of various disciplines

FEST-E (Energy)



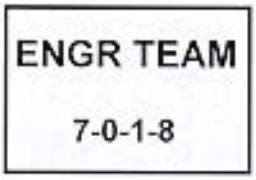
Mission Focus

- Energy Sources
- Power Production/Generation
- Distribution
- Raw/Refine Products

- Focus SME Areas: OIL, COAL, GAS/LPG, HYDRO, NUC (w/DOE), others Energy/Power related areas
- ME teams deploy to augment Staffs and FEST-M teams
- OPS/PLANS: Non-deployable team that provides OPS and planning for support and linkage for Energy reachback support
- ARFORGEN for 2 rotations

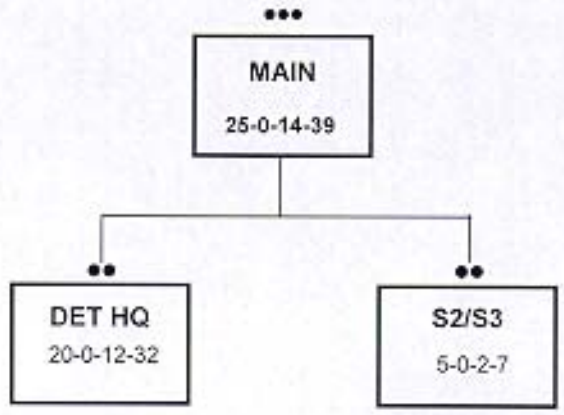
#/# = Military / DOD Civilian

ENGR FEST TEAM ADVANCE
(FEST-A)
TOE 05560GB00



T61494 – 2 – HMMWV
T95924 – 2 – TRL CGO 1 1/4 TON

ENGR FEST MAIN
(FEST-M)
TOE 05560GA00

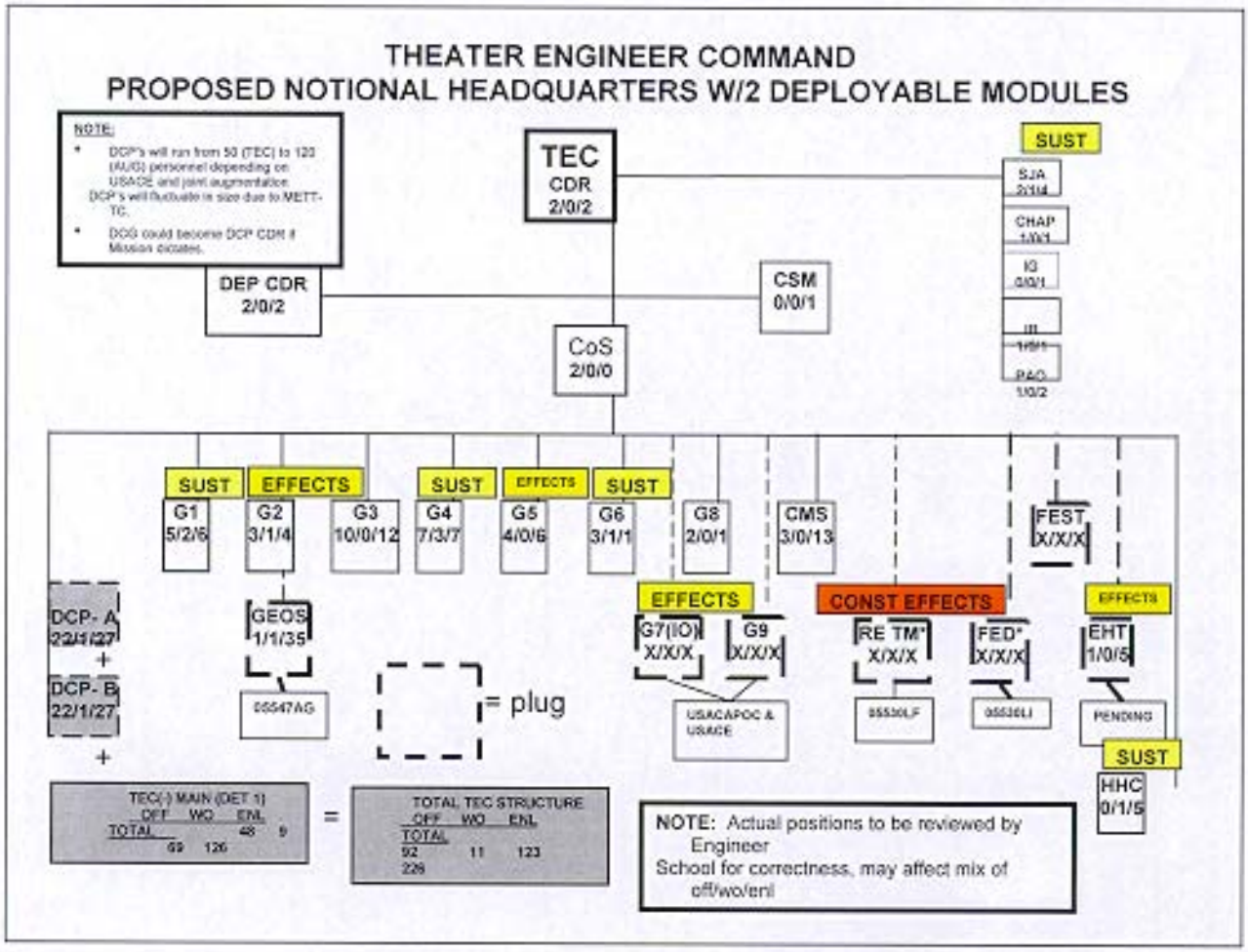


G78374 – 2 – GEN SET 15KW
T61494 – 10 – HMMWV
T96992 – 8 – TRL CGO ¼ TON

US Army Corps of Engineers

EXERCISE ONLY

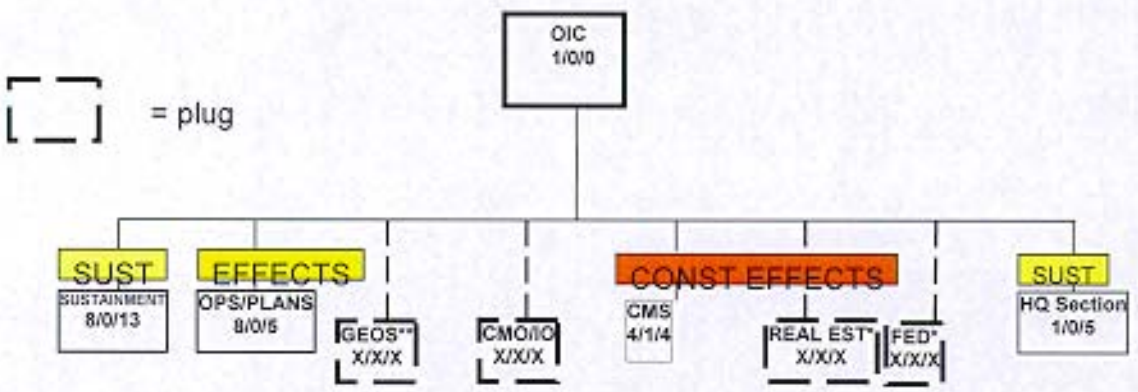
REFERENCES—ENCOM ORGANIZATIONS



US Army Corps of Engineers

EXERCISE ONLY

THEATER ENGINEER COMMAND
DEPLOYABLE COMMAND POST
(DCP)



NOTE:

- DCP CDR can be TEC DCG (METT-TC)
- Joint/USACE Augmented as needed
- * PLUGS WOULD BE METT-TC DRIVEN (GEOS WOULD BE A SHARED ASSET BETWEEN OPS & PLANS)
- OPS OFF (LTC) is the S3 for this org.

DCP ARMY TOTAL			
OFF	WO	ENL	TOTAL
22	1	27	50